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19 SEP 1975

MEMORANDUM FOR: Deputy to the DCI for the Intelligence Community
SUBJECT : Establishment of the ICS Goals

1. The initial objective of the forthcoming [] ICS conference should, in my view, be the identification and definition of ICS goals. 25X1

2. The goals toward which the staff is focusing should drive the priorities and the organizational pattern of the ICS, so I suggest it is important that these be clearly identified as the foundation on which the balance of the conference is built.

3. The overall and primary goal is simple to state: The ICS goal is to provide effective support for the DCI in his role as the leader of the National Foreign Intelligence Community.

4. The problem, however, is to further define this goal to guide the determination of ICS organizational patterns and the establishment of priorities. There are several directions this expanded definition might take. Some of these include:

a. To support the DCI in a role which is essentially that of a coordinator of Community decisionmaking, with leadership activities limited to general guidance and the provision of resource recommendations on selected issues involving large sums.

b. To move the DCI toward a position that is more managerial than the role he has thus far exercised for the Community as a whole.

c. To support the DCI in a role in which he serves as the key planner for the entire Intelligence Community.

d. To provide the DCI with staff mechanisms which will enable him to exercise oversight of the Community in what amounts to an inspector general role to assure full compliance with both authorizations for Community activities and restrictions on such activities.

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5. To be explicit about the ICS goals requires very careful consideration of how the DCI views his responsibilities and the manner in which he intends to go about their accomplishment.

6. The DCI responsibilities were defined by the President in his 5 November 1971 memorandum, and expressed in NSCID No. 1, but these say nothing about how the DCI should go about their accomplishment.

7. As set forth in NSCID No. 1 (paragraph 3 a):

"The Director of Central Intelligence will discharge four major responsibilities:

"(1) Planning, reviewing and evaluating all intelligence activities and the allocation of all intelligence resources.

"(2) Producing national intelligence required by the President and other national consumers.

"(3) Chairing and staffing all intelligence community advisory boards and committees.

"(4) Establishing and reconciling intelligence requirements and priorities within budgetary constraints."

8. In addition, under "Community Responsibilities" (paragraph 8 a (1)) is the charge that the DCI shall:

"Seek the attainment of the following objectives as essential to the efficient and effective functioning of the intelligence community:

"(a) The responsiveness of the United States intelligence effort with respect to national requirements must be subject to continuing review.

"(b) Authoritative and responsible leadership for the community as a whole must be assured.

"(c) A more efficient use of resources by the community in the collection of intelligence information must be achieved. Utilization of the means available must be in consonance with approved requirements of United States security and national interests.

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"(d) Assignment of intelligence functions within the community reviewed and revised to eliminate inefficient, unnecessary or outmoded activities.

"(e) The quality, scope and timeliness of the community's product must be improved.

"(f) The provision of intelligence and its utilization must enhance the formulation of the foreign and economic policies of the United States Government and the planning for and conduct of military operations by United States forces."

9. A DCI could adopt different approaches to ways and means of responding to Presidentially assigned responsibilities, and--in fact--it may well be that the stated DCI responsibilities themselves may change in the near future as the result of the Rockefeller Commission recommendations and efforts currently under way in the White House re drafting of new Executive Orders dealing with intelligence.

10. On the basis of experience to date, however, Mr. Colby's approach has been pretty much in line with the goal described in paragraph 4 a above. He has focused on:

a. Issuance of guidance papers, both current (Objectives and KIQs) and mid-term (Perspectives and DCID 1/2);

b. Review of Community performance through such vehicles as post-mortems on intelligence response to crisis situations;

c. Development of improved ways of stating intelligence requirements;

d. Analysis in depth of problems related to major resource issues with which the EXCOMs must deal;

e. Acquisition of familiarity with the budget programs of various elements of the Community to provide basis for his annual recommendations to the President concerning the National Foreign Intelligence Program.

f. Conscious efforts to foster a sense of "Community" among the disparate elements of the Intelligence Community without interfering with the prerogatives of program managers and responsible resource allocation elements of the various departments.

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11. The current organization of the ICS reflects an ICS interpretation of Mr. Colby's approach to his responsibilities.

12. Any effort at ICS reorganization or redefinition of priorities should, in my view, be based on a conscious recognition as to whether these efforts are basically intended to:

a. Enable the DCI to do better what he has already indicated a desire to do, or

b. Provide a platform for proposals to the DCI which would move him in a new direction or into new areas of Community leadership activity.

13. Attendees at the [] conference may have differing views on these matters, which is why I suggest the matter of goal definition be an opening element of the conference.

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Chief, Coordination Staff, ICS

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